PLANNING, CONTROLLING AND LEADING A PROJECT

Unit Reference Number	F/618/0223
Unit Title	Planning, Controlling and Leading a Project
Unit Level	7
Number of Credits	30
Total Qualification Time (TQT)	300 Hours
Guided Learning Hours (GLH)	120 Hours
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass/Fail

Unit Aims

This unit aims to introduce learners to the realities of developing and managing a project.
It will also introduce learners to the challenges of project management practice in the global business arena. It aims to promote thinking critically about project management as complex, process-based cultural systems and as constantly developing with the high performing team efforts. As increasing number of firms have project development and project management activities, understanding the efficient project management is of vital importance. Learners will learn about the roles and responsibilities of a project team members. Various levels of management skills will be studied with special focus on success factors, monitoring and control.

Learning Outcomes and Assessment Criteria

Learning Outcomes – the learner will:	Assessment Criteria – the learner can:
1. Understand the concepts and principles of project management in business.	1.1 Examine the role of project management in achieving business objectives. 1.2 Explain the application of key concepts and principles of project management in different business environments. 1.3 Appraise business objectives in order to determine potential projects.
2. Be able to design systems and plans for initiating and managing and leading projects.	2.1 Examine key leadership and management theories related to project management. 2.2 Develop role and responsibilities of the project manager for a project. 2.3 Develop a project organogram identifying roles of key project team members. 2.4 Determine sources of finance available for a project. 2.5 Assess the feasibility of a proposed project. 2.6 Prepare a detailed project plan with high level estimates of time, resources and costs that meet agreed milestones.
3. Be able to evaluate the effectiveness of communication within a project management team.	3.1 Explain the key contents of a project communication plan. 3.2 Evaluate the benefits of a project communication plan to stakeholders of a project. 3.3 Analyse the factors that can affect communication

	during a project's life span.
4. Be able to design monitoring and controlling mechanisms for a project.	4.1 Evaluate risk factors that may impede completion of a project. 4.2 Design systems and measures to monitor and appraise the status and progress of a project. 4.3 Develop contingency plans to help mitigate potential delays in the progress of a project.
5. Understand how to close and review the completion of a project.	5.1 Explain the closing stages of a project. 5.2 Assess the importance of project evaluation.

Scenario

You are employed as a Senior Office Manager in a call centre based in London.
The company provides customer care services to a UK fashion retailer.
Your company reduces operating costs by having remote call centre agents who are based in the UK and have got access to a network of computers, a call centre software, a headset and a reliable Internet connection.
You maintain a team of 10 people, 6 of them are administrative clerks and 4 are senior managers who deal with customer complaints, retention and cancellation.

The Managing Director has announced that the offices will be relocated to the area around Salford, Manchester in order to reduce costs. He has asked you to lead a small team from the office and involve consultants to plan and execute this move. She wishes to retain the same size administrative team.

In his announcement, he also confirmed the three core targets associated with the move. These include:

- **Real-time Control System**: Creation of several easy-to-read dashboards and quality heat maps which will help agents, supervisors and executives to understand current performance and how it relates to the team and overall goals. Ideally, the new system should be able to provide an aggregated view of real-time and historical data in addition to regular reports. Agent scorecards and recorded calls should also be accessible through the new system for easy drill down within the same tool.
- **Remote Trainings**: The call centre agents need to be aware about changing industry trends and should be able to adapt according to the technological advancements. In a call centre industry, these upgradations or add-ons happen way too fast. Creating a mechanism to carefully hand-pick strategies to train all the remote call centre agents accordingly, via video, voice or chat modules.
- **Continuing Profitability**: Continuing to grow business income by 10% annually by reducing the physical costs associated with business premises management, improving the IT systems for the business and minimising the human resource costs associated with the move particularly associated with redundancy, recruitment and training by using innovative cloud based solutions.

Task 1 of 2 - Management Report

Instructions

As a trusted and valued employee, the Managing Director (MD) has asked you to use your academic knowledge and professional skills to carry out a project that will achieve one of the three core targets that were announced.

He has asked you to prepare an initial report which should reassure the senior management team your capability in dealing with the project and its stakeholders.

To develop this report, you must apply relevant theoretical concepts, models, relate them with real world examples of your chosen organisational context and critically analyse your arguments and arrive at justifiable recommendations.

Your report must cover the following areas:

Section A (ACs 1.1, 1.2, 1.3)

- Examine the role of project management in achieving business objectives.
- Explain the application of key concepts and principles of project management in different business environments.
- Appraise business objectives in order to determine potential projects.

Section B (ACs 2.1, 2.2, 2.3, 2.4, 2.5, 2.6)

- Examine key leadership and management theories related to the project management.
- Develop role and responsibilities of the project manager for a project.
- Develop a project organogram identifying roles of key project team members.
- Determine sources of finance available for a project.
- Assess the feasibility of a proposed project.
- Prepare a detailed project plan with high level estimates of time, resources and costs that meet agreed milestones.

Section C (ACs 3.1, 3.2, 3.3)

- Explain the key contents of a project communication plan.
- Evaluate the benefits of a project communication plan to stakeholders of a project.
- Analyse the factors that can affect communication during a project's life span.

Delivery and Submission

- 1x Management Report – 3000 words excluding TOC, diagrams, references and appendices

Task 2 of 2 - Presentation and speaker notes (ACs 4.1, 4.2, 4.3, 5.1, 5.2)

Instructions

The Managing Director (MD) has read your report and agreed with the project specification and project communication plan. He has asked you to prepare a presentation for the Senior Management Team (SMT) to explain your contingency plans and closing phases of the project.
To develop this presentation you must apply relevant theoretical concepts, models, relate with real world example of your chosen organisational context and critically analye your arguments and arrive at justifiable recommendations.

You will provide speaker notes at the end of the session.

In your presentation you need to:

- Evaluate risk factors that may impede completion of your chosen project.
- Design systems and measures to monitor and appraise the status and progress of your chosen project.

- Develop contingency plans to help mitigate potential delays in the progress of your chosen project
- Explain the closing stages of your chosen project.
- Assess the importance of project evaluation.

Delivery and Submission:
- 1x Presentation file and speaker notes – 1000 words excluding TOC, diagrams, references and appendices

Referencing:
- You should use and cite a range of academic and reliable sources.
- A comprehensive Harvard style reference list must be included at the end of the work.

Evidence to be submitted:
- Management Report – 3000 words
- Presentation and speaker notes - 1000 words